

**USAID/UGANDA**  
**ANNUAL REPORT FY 2002**

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## **Annual Report Part III: Performance Narrative**

### **A. Challenges**

Uganda emerged from decades of political upheaval and economic mismanagement 15 years ago to become a sustainable development success story, with GDP growth averaging 6.7% per year between 1992 and 2000. Uganda is also a poverty alleviation success story, with the proportion of Ugandans living in poverty declining from 56% in 1992/93 to 35% in 1999/00. Uganda's Poverty Eradication Action Plan is a model poverty reduction strategy and enabled Uganda to be the first country to qualify for debt relief under the Heavily Indebted Poor Country Initiative (HIPC) and enhanced HIPC. But Uganda's successes are also very fragile. In 2001, annual GDP growth dropped to 5.1%, private investment is low at 10% of GDP or less, and annual government revenues are stagnant at under 12% of GDP.

Most Ugandans derive their livelihood from subsistence farming, but agricultural productivity is declining, the natural resource base is being degraded, and most Ugandan products are not competitive in regional and international markets. The quality of health and educational services is poor, existing services are unable to adequately address key issues of high infant and child mortality, the basic education system has been successfully reformed but is stretched to its limits by a massive influx of pupils, and fertility remains persistently high. Over half of the population is under the age of 15, vulnerable to a new wave of HIV/AIDS infection, and population growth is high at 2.9% per year, eroding social service gains and adding 300,000 job seekers to the economy every year. The Government of Uganda has undertaken a far-reaching decentralization program that puts service provision, planning and budgeting into the hands of local authorities and their constituencies, but this program has been hampered by poor capacity both at the center and in local government units. Continued political instability in the north and west, linked to regional conflicts, undermines both economic growth and poverty alleviation, not only for these areas but for the nation as a whole.

FY 2001 was the final year of USAID/Uganda's Country Strategic Plan (CSP) 1997-2001. During the course of the year the Mission developed a new Integrated Strategic Plan (ISP) 2002-2007, which was approved in Washington in June 2001. This annual report provides the Mission with an opportunity to summarize results and impact achieved by the six Strategic Objectives that have formed the core of our program over the past five years.

### **B. Program Performance**

#### **617-001: Increased Rural Household Income**

Both in the past year and consistently over the life of the strategy (1997-2001), SO1 has exceeded planned targets, thereby making direct contributions to the improved economic wellbeing of over three million Ugandans. Using both development assistance and Title II resources, the SO has directly increased both the production and productivity of key food and cash crops such as maize, beans, cassava, edible oils, milk, cut flowers, and vanilla; expanded the availability of financial services for households and enterprises; and leveraged key policy reforms to support business development, increase the competitiveness of Ugandan products on local and international markets, and strengthen regulation and prudent management in the financial sector.

The key beneficiaries of SO1's program are Uganda's women and men smallholder farmers and their families, proprietors of micro- and small enterprises, clients of microfinance institutions, and employees in the agricultural and small enterprise sectors, totaling more than three million people.

#### Achievements

Agricultural production and productivity: USAID's SO1 program has contributed significant results to the Agency's Economic Growth, Agriculture and Trade (EGAT) pillar Objective 1, Critical, private markets expanded and strengthened, and Objective 2, More rapid and enhanced agricultural development and food security encouraged. Over the past five years, adoption of improved technologies amongst targeted

farmers has resulted in two to threefold increases in yields of staple food crops such as maize and beans, a tenfold increase in cassava production, and a simultaneous 30% decline in the costs of maize production. Improved efficiencies in the dairy sector attributable to USAID interventions resulted in a doubling of the average yield of milk per animal over the same time period. Development and diversification of new high value agricultural exports (cut flowers, fresh fruits and vegetables, vanilla, and cocoa) generated \$30 million in export earnings in 2001, from a base of \$8 million in 1995, and created 23,000 jobs, many of them held by women. In 2001, Ugandan grain producers exported \$4.4 million worth of maize to Zambia; USAID's assistance in accessing export credit was instrumental in facilitating this commercial transaction and opens the door to future export opportunities for small-scale food crop producers. A telling measure of the impact of USAID's assistance is that each \$1 of USAID investment in agricultural development in Uganda has leveraged over \$17 in gross benefits.

Financial services: This component of the SO1 program has provided technical assistance and training to over 60 microfinance institutions over the past five years, vastly expanding the availability of savings plans and credit opportunities. From a base of fewer than 10,000 clients, USAID's program now reaches 350,000 mainly female micro- and small scale entrepreneurs. 14 microfinance institutions are implementing "best practices" that will greatly build their sustainability and diversify the services they can offer to clients, and three have become sustainable deposit-taking institutions, extending credit and savings opportunities to underserved groups like women and the working poor in rural and urban areas. An assessment of program impact has shown that beneficiaries of USAID-supported microfinance programs are better able to invest in the education of their children and the productivity of their farms than non-participants. This component of the SO1 program has achieved significant results that support EGAT Objective 3, Access to economic opportunity for the rural and urban poor expanded and made more equitable.

Policy and regulatory reform: SO1 has successfully worked with the private sector and the GOU to address financial sector reforms, as well as constraints that impede Uganda's ability to compete in regional and global markets. Technical assistance to the Bank of Uganda (BOU) has instituted rigorous bank supervision procedures, and USAID's microfinance "best practices" have been embodied in legislation that will guide and regulate the sector. Support to the USAID-initiated Center for Arbitration and Dispute Resolution (CADER) has resulted, for the first time ever, in an inventory of backlogged civil cases in the commercial court (there are over 1,000 such cases, mostly contractual disputes); CADER is applying Alternative Dispute Resolution (ADR) methods to clear them. USAID also helped the Bank of Uganda (BoU) to find a solution to the insolvency of the Cooperative Bank, which had put the savings and investments of millions of depositors at risk. U.S. banking expertise worked with BoU to develop a structured tender of the bank's 26 branches. Once the sale was finalized, all depositors were either paid all that was owed to them, or their accounts were transferred successfully to the purchasing banks. Over the past three years, the USAID program has enhanced the capacity of Ugandan leadership to define and articulate its position on trade issues, most recently at the World Trade Organization (WTO) Doha Ministerial conference. The SO has assisted over 400 private and public sector opinion leaders to participate in regional trade dialogue and enabled them to understand and utilize the provisions of the African Growth and Opportunity Act (AGOA), thereby contributing to EGAT Objective 1, Critical, private markets expanded and strengthened.

### **617-002: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society**

USAID/Uganda's environment and natural resources program seeks to achieve results in improved ecosystem management, reduced human pressure on fragile ecosystems, and a conducive policy environment for conservation and sustainable development. The SO has consistently met and in some cases exceeded targets over the planning period, improving both ecosystem health and human livelihoods. Populations of endangered species, most notably the mountain gorilla, have stabilized and begun to increase; over 49,000 square kilometers of land, 20% of Uganda's total land area, are under sustainable management plans whose development and implementation was supported by USAID; the Mission's partners have planted nearly 6.5 million trees, curbing erosion and reducing losses of forest

cover; and tourism revenue generation has begun to recover from the declines experienced in the wake of the Bwindi massacre in 1999. The SO has achieved impressive results in support of EGAT pillar Objective 5, World's environment protected.

The principal beneficiaries of the SO2 program are rural people living adjacent to protected areas, including farmers, small-scale entrepreneurs, and members of community groups and associations. The southwest region that is the focus of SO2 activities contains approximately 28% of Uganda's population and 23% of its land area.

### Achievements

Ecosystem management: Three protected area general management plans were completed with USAID support and technical assistance during 2001, bringing to 5 the total number of such plans put into place during the planning period. These management plans establish a system of implementation (Annual Operations Planning) that sets priorities for activity implementation and budget planning. As a result of USAID assistance, the Uganda Wildlife Authority (UWA) has now developed the capacity to undertake general management planning and Annual Operations Planning processes without oversight. These processes have been applied with particular effectiveness in the Queen Elizabeth National Park, contributing to the maintenance of the rich biodiversity of the Park.

Reduced pressure: Uganda's rapid population growth rate (2.9% per year), high density of population in areas adjacent to the major protected areas, and high levels of poverty are significant challenges to successfully reducing human impact on fragile environments. In response to these challenges, USAID has implemented an integrated program of research, on-farm trials, nursery development and dissemination of tree germplasm in two densely populated highland agricultural zones. Collaboration between USAID partners the International Center for Research in Agroforestry (ICRAF), Agro-Forestry Research Network for Africa (AFRENA), Africare, and Heifer Project international (HPI) has assisted farmers to establish fodder banks, boundary plantings, and rotational woodlots to improve soil fertility and reduce erosion, and to grow trees on-farm to enhance food security through cash earnings and increased productivity. Farmers in districts in southwestern Uganda reached by this collaborative program planted almost 6.5 million trees between 1997 and 2001, more than 70% above the target. This represents as much as 1,000 square kilometers of forest cover, an area greater than both Bwindi Impenetrable and Mgahinga National Parks combined. An independent evaluation of the AFRENA program (2001) concluded that it had contributed directly to sustainable production, higher productivity of land, income generation and environmental protection by reducing runoff and consequent erosion by as much as 70%.

Supportive framework: USAID's efforts have also contributed to establishing and implementing policies and strategies for development through conservation. The system of planning for protected areas, described above, is complemented by work at local government level to develop Environmental Action Plans (EAPs) by and for parishes, subcounties, and districts. This is a bottom-up, participatory planning process, which involves all local government staff from different sectors in development planning and mainstreaming environment into district operations. The process has changed the thinking of participating local governments and has built their capacity to develop District Development Plans, with budgets that include District EAP implementation. NGO partners working in the areas of environmental justice, accountability and advocacy targeted key areas such as protecting biodiversity and improving the environmental impact assessment (EIA) process. According to an evaluation of the program conducted in May 2001, these advocacy campaigns have been highly successful in influencing environmental policies and legislation. As a result the government is now soliciting input on policy development from the NGO community, in areas including fisheries and forestry policies, environmental law and its enforcement, and financial accountability and transparency, thereby giving civil society a direct place at the policy dialogue table and ensuring both greater transparency and representation of a wide range of views.

### **617-003: Quality Basic Education for an Increased Percentage of Ugandan Children**

USAID's partnership and policy dialogue with the GOU have leveraged results in the primary education sector that have exceeded planned targets and that have made direct contributions to EGAT Pillar Objective 4, Access to quality basic education for under-served populations, especially girls and women, expanded. Using both project and non-project assistance, SO3 has become a basic education model that has increased the availability and improved the quality of primary education by supporting the continuous professional development of classroom teachers and promoting critical policy reforms; implemented strategies to improve the enrolment, retention, persistence, and performance of girls in primary school; and, in partnership with the GOU and other donors, instituted major reforms in education sector financing, accountability, and institutional capacity.

SO3 activities have directly benefited 6.5 million Ugandan primary school children, their parents and communities, and more than 100,000 primary school teachers, head teachers, and inspectors.

### Achievements

Availability and quality: USAID has supported quality improvements in primary education through technical assistance and budget support. Over the past five years, SO3 has provided in-service, refresher, or management training to over 100,000 teachers, inspectors and school heads through the innovative and effective Teacher Development and Management System (TDMS). Originally intended to be limited in scope, the phenomenal success of TDMS led to its adoption and nationwide implementation by the Ministry of Education and Sports (MoES), which now pays all salaries and recurrent costs, ensuring sustainability. The system has decentralized training from fixed sites at primary teachers' colleges to rural communities, where coordinating center tutors, or "roving teacher trainers", are responsible for the support of a cluster of schools and their teaching staffs. This system improves the monitoring, supervision, and in-service support provided to rural based teachers.

The SO3 program has also fostered significant reforms in school textbook policy that have made books more affordable and more available. In FY 2001 these policies reduced the average cost of books by more than 50% from the previous year, facilitating both private and public access to a greater number of texts. Over the life of the USAID program, the pupil:textbook ratio has improved from 15:1 in 1996 to 5:1 for lower primary and 2.7:1 for grades 4-7.

Girls' persistence and performance: Girls in Uganda are less likely to enroll in primary school than their male counterparts, more likely to drop out of school before completing primary education, and have a poorer academic performance. USAID's technical assistance has also focused on improving girls' access, persistence and performance in primary education by promoting innovative, low-cost, school- and community-based strategies to get girls into school and keep them there. Successful schools and communities are provided with incentive grants that benefit the school as a whole. Lessons learned from this program have now been disseminated and are being implemented nationwide. At the policy level, USAID worked in collaboration with the GoU and other donors to develop and launch a national plan and strategy for girls' education. Under the Universal Primary Education policy, the gap between girls' and boys' enrolment has declined to less than one percent.

Financing and accountability: USAID's policy dialogue agenda has been a major factor in the GoU's reform processes, leveraging increased budget support to the sector and significant improvements to teacher salaries and conditions of employment. The recurrent budget allocation to the education sector has risen from 19% in 1995 to 31% in 2001. Through USAID policy dialogue, every school is now required to publicly display budgets specifying their GoU allocations. Over 90 percent of schools comply, fostering greater transparency and accountability of public expenditures in primary education and increasing parental involvement in their children's schools. As a result of USAID's leadership in primary education reform, 13 donors have now formed a consortium that works collaboratively with the GoU to advance a common policy agenda, and over \$400 million has been leveraged to support the education sector.

#### **617-004: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts**

Over the 1997-2001 strategic period, SO4 made significant progress on all four SO level indicators and exceeded its 2001 targets for all but one indicator. USAID implemented reproductive health, child survival, and HIV/AIDS programs intended to increase the availability, quality, and sustainability of selected health services and to improve knowledge and perceptions related to these programs, and also addressed policy issues. Investments of development assistance and child survival and health resources achieved significant increases in contraceptive prevalence, assisted deliveries, and selected immunizations, and contributed to a 56% decline in HIV seroprevalence amongst 15-19 year old pregnant women at sentinel surveillance sites, and a 42% decline for 20-24 year olds over the planning period. The SO contributed significant results to the following Global Health objectives: Reducing the number of unintended pregnancies, reducing infant and child mortality, and reducing the HIV transmission rate and the impact of the HIV/AIDS pandemic in developing countries.

SO4 beneficiaries include infants and young children, men and women of reproductive age, and those infected or affected by HIV/AIDS.

#### Achievements

Reproductive Health: SO4 has successfully reduced the number of unintended pregnancies through both private and public sector approaches. Between 1996 and 2001, socially marketed couple years of protection (CYP) increased 270%; methods available through social marketing include condoms, oral pills, and injectables. At the national level, Uganda Demographic and Health Survey (UDHS) data show that the modern method contraceptive prevalence rate (CPR) for married women of reproductive age (MWRA) increased from 7.8% to 18.2% (including 4.2% attributable to lactational amenorrhea (LAM), a modern method not included in the 1995 survey) between 1995 and 2000-2001. In districts reached by USAID technical assistance 23.6% of MWRA currently use a modern method, including LAM. In addition, the number of women who have ever used a modern method of family planning at least once more than doubled, to more than one-third of all women and almost two-thirds of sexually active unmarried women. 35% of currently married women wish to space or limit births but are not using a family planning method, indicating significant unmet need and potential for greater impact.

USAID's efforts in reproductive and maternal health have also increased the number of assisted deliveries in target districts by more than 70 percent between 1995 and 2001. As the number and proportion of assisted deliveries continues to grow over time, direct impact on reducing maternal and neonatal mortality will be demonstrated.

Child Survival: USAID/Uganda initiated its child survival program in 1999. Although immunization rates at the national level remain distressingly low, with just 29% of children completely immunized by the age of 12 months, USAID's efforts contributed directly to a doubling of the number of children under 1 year of age receiving DPT3 immunization in target districts. USAID support for improved immunization services resulted in a 10% increase in routine immunization coverage in the target areas. Support to the 2001 Sub-National Immunization Days achieved 100% coverage for polio and measles.

UDHS 2000/2001 data show that 28% of Ugandan children suffer from Vitamin A deficiency. USAID has taken the lead in the effort to make Vitamin A supplementation a priority in Uganda. SO4's Vitamin A related efforts include support for WHO's biannual Vitamin A capsule supplementation in conjunction with routine immunizations, and the development of national guidelines on planning and implementation of Vitamin A supplementation. Vitamin A capsule supplementation in 26 districts that implemented Sub-National Immunization Days with USAID support reached over 1.5 million children, 101% of the target.

HIV/AIDS Prevention and Care: SO4 has established long-term and effective partnerships with pioneering Ugandan NGOs who remain the world and national leaders in providing prevention, care, and support services and models for best practice and innovative approaches. The AIDS Information Center (AIC) continues to be Africa's premier organization in providing voluntary counseling and testing (VCT)

services, a proven and effective preventive measure. The number of clients served by AIC continues to increase steadily and the organization continues to expand. The number of AIC sites providing HIV counseling and testing has increased significantly from 3 in 1996 to 51 sites in 2001. Between 1997 and 2001, the number of clients served increased by 67%.

In addition to its work with AIC, SO4 has also closely collaborated with and supported The AIDS Support Organization (TASO), which provides prevention, care and support services to clients living with HIV/AIDS and their families, many of whom are referred to TASO by the AIC. Between 1997 and 2001, the number of clients served by TASO increased by over 160%, and the number of counseling sessions increased by nearly 170%; medical visits nearly doubled. TASO also trains and supports community volunteer counselors and outreach programs targeted to clients who would otherwise not be able to access their support and counseling services.

These SO4 investments, coupled with strong leadership and political commitment, an environment of openness and candor, and support from other donors, have led to dramatic declines in HIV seroprevalence rates. Between 1996 and 2000, HIV prevalence amongst women attending target antenatal clinic sentinel surveillance sites declined from 15.4% to 11.8% in urban areas and from 8.2% to 4.7% in rural areas.

Policy Reforms: USAID support has played a major role in assisting the Ministry of Health (MOH) to begin to address the issue of quality of care in Uganda, contributing to the development of National Supervision Guidelines for health care workers. Through the POLICY Project, USAID also assisted the Ministry of Finance, Planning and Economic Development (MoFPED) and the Population Secretariat to make a presentation to senior policy makers on the long-term impacts of unchecked population growth in Uganda. The Mission's high-level dialogue and unflagging commitment to population and family planning/reproductive health issues has helped to strengthen GoU capacity and commitment in these areas.

#### **617-005: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented**

SO5 has achieved impressive results in four key areas: expanding the oversight and advocacy role of civil society, improving the functioning of local government, building the capacity of Parliament, and recodifying Uganda's laws and statutes. In addition, USAID supported the development of an action plan for addressing corruption that is now guiding all investments regarding this issue. The SO also received ESF funding, which enabled it to provide technical assistance for Presidential and Parliamentary election monitoring and observation. SO5 met or exceeded all of its targets over the planning period, making significant contributions to four Objectives under the Democracy, Conflict and Humanitarian Assistance pillar: rule of law, competitive political processes, politically active civil society, and transparent and accountable government.

The principal beneficiaries of SO5 activities are members of Parliament, elected and appointed local government officials, civil society organizations and their members, and more broadly all Ugandan citizens who enjoy a more open and accountable system of governance and justice.

#### Achievements

Civil society: SO5 has built the capacity of both national NGOs and local civil society organizations (CSOs) and community-based organizations (CBOs) to plan, manage, coordinate, budget, and advocate for their causes, and has helped both Parliament and local governments to recognize that civil society organizations at all levels are effective and essential partners in governance. A CSO analysis board now coordinates analysis and response to proposed Bills of wide interest to the CSO community, including the NGO Registration Bill, the Political Organizations Bill, and the Anti-Terrorism Bill, and USAID has sponsored CSO symposia to introduce Members of Parliament to advocacy NGOs, fostering collaboration on issues of common interest. Civil society is now participating in joint budgeting and planning exercises with local government at district and subcounty levels and has helped to increase the transparency of planning, management, and resource allocation functions.



Local government: SO5 implemented a pilot program of capacity building for elected officials and appointed civil servants, as well as representatives of civil society, in the two districts of Gulu and Kamuli. This program provided training in areas of leadership, financial management, gender, and accountability. A key result of this capacity-strengthening program was that both districts, previously ranked amongst the bottom 25% of all Ugandan districts in terms of performance and accountability, qualified to receive World Bank Local Government Development Programme (LGDP) funds. Districts may use LGDP development funds to pay for infrastructure projects of their own choosing in the target areas of education, health, water, roads and agriculture. This successful program expanded to cover six additional districts in FY 2001.

Parliament: Uganda's Parliament is young, contains a large number of new MPs, and has historically been dominated by the executive branch. SO5 has addressed this fledgling body's capacity needs by establishing library and research services, including Internet connectivity, a Parliamentary budget office, and an office of Parliamentary professional development. The government has responded by using its own resources to hire professional staff to sustain these services. USAID has also delivered numerous training programs for Parliament – including induction programs, legislative drafting, budget analysis, research and computer skills. The result is a more capable body that is increasingly asserting its autonomy by thoroughly scrutinizing and questioning introduced legislation, and drafting its own legislation.

Recodification: Since Independence in 1962, Uganda has had a long series of widely differing governments – each of which passed legislation in an uncoordinated and inconsistent fashion. Over the past four years, SO5 has supported a complete codification and reconciliation of the Laws of Uganda to serve as a new, internally consistent, and rationally organized baseline for future legislative actions. Acting in concert with the Uganda Law Reform Commission, the William Mitchell College of Law has now completed this work and the first delivery of the recodified laws has been received.

Elections: Funding resources in the form of ESF gave SO5 the opportunity to provide on-site technical assistance and international election observers during Uganda's recent referendum and Presidential and Parliamentary elections. As a result, the newly-formed NGO Election Monitoring Group was able to train and field monitoring teams both before and during the elections, and report credibly on campaign and election trends for the first time in Uganda. In addition, extensive U. S. Mission presence in the Mbarara Parliamentary election significantly increased the credibility of the results in the country's most visible and controversial Parliamentary race.

#### **617-006: Improved Foundation for the Reintegration of Targeted Areas of Northern Uganda**

This Special Objective (SpO) was designed to respond to the humanitarian, transitional and development needs of Northern Uganda, most particularly the Acholi districts of Gulu, Kitgum and Pader that have been victimized by 14 years of insurgency, violence, displacement and impoverishment at the hands of rebel groups. Using a combination of DA, OFDA, GHAI, DCOF and ESF resources, the SpO has contributed results to DCHA's Objective 5, Conflict, most significantly by bringing about conditions of greater stability and security that have permitted the implementation of development activities despite on-going, low-level conflict. The SpO created conditions leading to the expansion of USAID-funded transitional and sustainable development activities in northern Uganda from 25 in 1998 to 36 in 2001. The USAID program has also contributed to Objective 6, Humanitarian assistance following natural or other disasters. USAID's program in Northern Uganda has met expectations and achieved results in meeting critical humanitarian needs, increasing livelihood security in selected areas, and building conflict prevention, mitigation and response capacity.

Most SpO activities have been implemented primarily in the three Acholi districts, directly benefiting the 913,000 people who live in these districts; in addition, over 20,000 pastoral children in Karamoja have benefited from alternative basic education programs, and thousands more from food security interventions.

Humanitarian support: With support provided to PVO partners through the Office of Foreign Disaster Assistance (OFDA), the SpO has met basic emergency needs for people displaced or otherwise affected by conflict or drought. Services provided included water, sanitation, health and nutrition services, emergency household items (jerricans, blankets, plastic sheeting), and food assistance. The World Food Program distributes food; the USG provides approximately 58% of the emergency food rations that the WFP delivers in Northern Uganda.

The SpO also responded to the crisis created by an outbreak of disease caused by the deadly Ebola virus in Gulu and Masindi Districts in early 2001. Feeder roads built under the Title II program helped provide access to previously isolated villages, where Ebola victims were first identified. Information, education and communication (IEC) campaigns on the risks of Ebola virus transmission and the proper care and handling of people suspected of having contracted the disease contributed to the containment and control of the epidemic.

Livelihood security: Agriculture and food security programs implemented by Ugandan NGO partners contributed to enhanced livelihood security in several districts of the North. In Moyo district, for example, the productivity of basic food crops such as sorghum increased by 237%, from 300 to 712 kg per acre, and over 1800 households cultivated at least one acre of improved sorghum. Farmers were also introduced to new agricultural income-generating opportunities such as beekeeping, fish farming, tree crops, and improved goats. In the Acholi districts most seriously affected by conflict and displacement, the program generated over 7,000 temporary jobs and injected some \$680,000 in cash into the local economy through labor intensive rehabilitation of 147 km of community roads. Almost 7,000 of these workers received business development training and mobilized savings, and many have now established income-generating activities or small enterprises. The roads opened agricultural land, provided opportunities for trade, led to increased school enrolment, improved access to health and other services, enhanced transport and communications between population centers, and contributed to improved security.

Conflict preparedness: The SpO implemented diverse activities to build capacity for conflict preparedness, prevention, mitigation, and response. Psychosocial support to war-affected children and their families and communities increased the acceptance and reintegration into the home and community of formerly-abducted children and child soldiers. Increased resilience and competence of these children was demonstrated by increased school attendance and reduced manifestation of disturbed or antisocial behaviors. These achievements have been documented in two publications produced by implementing partners in 2001: *Resilience in Conflict*, and *Unearthed Grace*. The alternative basic education program in Karamoja (ABEK) reached 12,201 girls and 9,203 boys not only with literacy and numeracy but also with an innovative "Peace and Security in our Community" curriculum as an alternative to inter-community violence and cattle raiding. ABEK has been hailed as one of the most successful programs in the region and is being replicated by the MoES in other disadvantaged areas in Uganda. Community peace-building initiatives bringing in local religious and traditional leaders have been a low-cost, high impact approach to building support and pressure for conflict resolution.

### **C. Program Transition**

Although USAID/Uganda anticipates that the six SOs whose achievements and impact are discussed above will continue to produce results in FY 2002 against resources already programmed, the focus of our reporting for FY 2002 and beyond will be on the three new strategic objectives that form the framework of our Integrated Strategic Plan (ISP) 2002-2007, which was approved in Washington in June 2001. These Strategic Objectives are:

SO7, Expanded Sustainable Economic Opportunities for Rural Sector Growth  
SO8, Improved Human Capacity  
SO9, More Effective and Participatory Governance

SO end dates for the six SOs that formed the basis of the CSP 1997-2001 have been extended to provide for a smooth implementation transition to the new strategy, and to accommodate existing instruments and

activities with varying end dates. Actual end dates for these old SOs will be shorter than the current extensions, as new activities currently under design come on-stream and as funding migrates to new Strategic Objective Agreements (SOAgS). USAID/Uganda will enter the new ISP period with approximately 20 acquisition and assistance instruments that provide the staged implementation transition from the previous strategy to the ISP. This marks a reduction from over 60 such instruments three years ago, and a significant streamlining of the portfolio. Most of these transitional activities, ongoing at the beginning of FY 2002, the first year of the ISP, will be completed in that first year, with FY 2001 and earlier funds. A few transitional activities will continue for longer periods, using FY 2001 and earlier funds. Other transitional activities contribute explicitly to the results planned under the new ISP, and will be funded under the ISP in FY 2002 and subsequent years.

Table 1: Annual Report Selected Performance Measures

December 3, 2001

Indicator (all data should pertain to FY or CY 01)		OU Response			Fund Account	Data Quality Factors
Pillar I: Global Development Alliance: GDA serves as a catalyst to mobilize the ideas, efforts, and resources of the public sector, corporate America and non-governmental organizations in support of shared objectives						
1	Did your operating unit achieve a significant result working in alliance with the public sector or NGOs?	Yes x	No	N/A	DA and CSD	
2	a. How many alliances did you implement in 2001? (list partners)	Two (2)				Avaya Technologies, Hewlett Packard and Schools on Line, Land O'Lakes, Health Partners, Heifer Project International World Wide Sires
	b. How many alliances do you plan to implement in FY 2002?	Five (5)				
3	What amount of funds has been leveraged by the alliances in relationship to USAID's contribution?	\$1,056,685				Funding Leveraged: Avaya Technologies - \$161,000, Hewlett Packard and Schools on Line \$49,450, Land O'Lakes and World Wide Sires \$634,738, Heifer Project International \$211,497
Pillar II: Economic Growth, Agriculture and Trade: USAID works to improve country economic performance using five approaches: (1) liberalizing markets, (2) improving agriculture, (3) supporting microenterprise, (4) ensuring primary education, and (5) protecting the environment and improving energy efficiency.						
4	If you have a Strategic Objective or Objectives linked to the EGAT pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed x	Met	Not Met	DA	SO1 has consistently exceeded targets for production and productivity, household income increases, and microfinance beneficiaries. Data reported are for CY 2001.
USAID Objective 1: Critical, private markets expanded and strengthened						
5	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Results reported were achieved in CY 2001.
USAID Objective 2: More rapid and enhanced agricultural development and food security encouraged						
6	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Results reported were achieved in CY 2001.
USAID Objective 3: Access to economic opportunity for the rural and urban poor expanded and made more equitable						
7	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Results reported were achieved in CY 2001.

Indicator (all data should pertain to FY or CY 01)		OU Response			Fund Account	Data Quality Factors
USAID Objective 4: Access to quality basic education for under-served populations, especially for girls and women, expanded						
8	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	CSD	Results reported were achieved in CY 2001.
9	a. Number of children enrolled in primary schools affected by USAID basic education programs (2001 actual)	Male 3,528,035	Female 3,372,881	Total 6,900,916	CSD	Source: Ministry of Education and Sports (MOES). The figures do not reflect attrition during the academic year. USAID believes that net enrolment ratio (NER) is a more useful indicator than numbers of
	b. Number of children enrolled in primary schools affected by USAID basic education programs (2002 target)	3,800,000	3,600,000	7,400,000		children, as it captures appropriately-aged children in school. In CY 2001 NER for boys was 87.3% and for girls 86.9%. Source: UDES
USAID Objective 5: World's environment protected						
10	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	SO2 exceeded targets for ecotourism revenues, trees planted, management plans in place, and key indicator species populations.
11	a. Hectares under Approved Management Plans (2001 actual)	49062 square kilometers			DA	Further increases are not expected because 20% of Uganda's land area is already in Protected Area status and because the activity supporting management processes is ending in September 2002
	b. Hectares under Approved Management Plans (2002 target)	49062 square kilometers				
Pillar III: Global Health: USAID works to: (1) stabilize population, (2) improve child health, (3) improve maternal health, (4) address the HIV/AIDS epidemic, and (5) reduce the threat of other infectious diseases.						
12	If you have a Strategic Objective or Objectives linked to the Global Health pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met x	Not Met	CSD and DA	SO4 has met or exceeded targets for assisted deliveries, reduced HIV/AIDS seroprevalence, couple-years of protection, and DPT3 immunizations. Data are for CY 2001.
USAID Objective 1: Reducing the number of unintended pregnancies						
13	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Uganda Demographic and Health Survey 2000-2001: national modern method contraceptive prevalence rate for married women of reproductive age 18.2; in USAID DISH districts, 23.6
USAID Objective 2: Reducing infant and child mortality						
14	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No x	N/A	CSD	DHS results showed increases in the past five years in infant and child mortality. USAID/Uganda's vitamin A supplementation and immunization activities have just started and will begin producing significant results in 2003

Indicator (all data should pertain to FY or CY 01)		OU Response			Fund Account	Data Quality Factors
USAID Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth						
15	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	CSD	Continuing increases in assisted deliveries, a target of the USAID program, will have a long term impact on reducing maternal mortality.
USAID Objective 4: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries						
16	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	CSD	Data from all sources (Ministry of Health, Uganda AIDS Commission, NGO and private service providers) agree that Uganda has reduced HIV/AIDS seroprevalence by as much as 50% over the past 8 years.
USAID Objective 5: Reducing the threat of infectious diseases of major public health importance						
17	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No x	N/A	CSD	Our malaria, tuberculosis and other infectious disease programs have been active for less than one year. Results are expected beginning in 2003.
Pillar IV: Democracy, Conflict and Humanitarian Assistance						
18	If you have a Strategic Objective or Objectives linked to the Democracy, Conflict and Humanitarian Assistance Pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met x	Not Met	DA	The two SOs met or exceeded targets for seven out of eight indicators. Data reported are for CY 2001.
USAID Objective 1: Rule of law and respect for human rights of women as well as men strengthened						
19	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	The entire body of Ugandan laws and statutes has been recodified with USAID support.
USAID Objective 2: Credible and competitive political processes encouraged						
20	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA and ESF	Technical assistance through IFES, and Mission election observation support, calendar year.
USAID Objective 3: The development of politically active civil society promoted						
21	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Calendar year data.
USAID Objective 4: More transparent and accountable government institutions encouraged						
22	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Calendar year data.

Indicator (all data should pertain to FY or CY 01)		OU Response			Fund Account	Data Quality Factors
USAID Objective 5: Conflict						
23	Did your program in a pre-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A x		
24	Did your program in a post-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	Calendar year. Data for this result are reported by the Mission's SO teams and pertain to their activities in conflict areas.
25	Number of refugees and internally displaced persons assisted by USAID	Male	Female	Total 375,000	DA	The number of people whose critical water and sanitation needs are met through USAID support.
USAID Objective 6: Humanitarian assistance following natural or other disasters						
26	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes x	No	N/A	DA	There may be some double-counting of food aid recipients. Data are for calendar year.
27	Number of beneficiaries	697,549			DA, PL480	Includes World Food Program beneficiaries.

**Table 2: Selected Performance Measures for Other Reporting Purposes**

The information in this table will be used to provide data for standard USAID reporting requirements

Indicator (all data should pertain to FY or CY 01)		OU Response			Fund Account	Data Quality Factors
Child Survival Report						
Global Health Objective 1: Reducing the number of unintended pregnancies						
1	Percentage of in-union women age 15-49 using, or whose partner is using, a modern method of contraception at the time of the survey. (DHS/RHS)	18.2			DA	UDHS 2002-2001. Data apply to women only.
Global Health Objective 2: Reducing infant and child mortality						
2	Percentage of children age 12 months or less who have received their third dose of DPT (DHS/RHS)	Male 44.6	Female 47.7	Total 46.1	CSD	UDHS 2000-2001
3	Percentage of children age 6-59 months who had a case of diarrhea in the last two weeks and received ORT (DHS/RHS)	Male 35.6	Female 31.2	Total 33.5	CSD	UDHS 2000-2001
4	Percentage of children age 6-59 months receiving a vitamin A supplement during the last six months (DHS/RHS)	Male 37.5	Female 37.7	Total 37.6	CSD	UDHS 2000-2001
5	Were there any confirmed cases of wild-strain polio transmission in your country?	No				
Global Health Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth						
6	Percentage of births attended by medically-trained personnel (DHS/RHS)	39			DA	UDHS 2000-2001
Global Health Objective 5: Reducing the threat of infectious diseases of major public health importance						
7	a. Number of insecticide impregnated bed-nets sold (Malaria) (2001 actual)	59,735			DA	Commercial Market Strategies (CMS) sales records, CY 2001
	b. Number of insecticide impregnated bed-nets sold (Malaria) (2002 target)	144,000			DA	
8	Proportion of districts implementing the DOTS Tuberculosis strategy	14%			DA	MOH records, CY 2001. The program is set to expand in CY 2002.



## HIV/AIDS Report

### Global Health Objective 4: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries

9	a. Total condom sales (2001 actual)	8,269,278			DA and CSD	Commercial Market Strategies (CMS) sales records, CY 2001
	b. Total condom sales (2002 target)	10,000,000				
10	a. Number of individuals treated in STI programs (2001 actual)	Male	Female	Total 49,127		Delivery of Improved Services for Health (DISH). 80 sentinel sites. Target for 2001 was 44,332 based upon a 5 percent annual increase over 2000. Based on the success in 2001 the Mission will revise 2002 Target with its partners
	b. Number of individuals treated in STI programs (2002 target)			46,433		
11	Is your operating unit supporting an MTCT program?	Yes			CSD	
12	a. Number of individuals reached by community and home based care programs (2001 actual)	Male	Female	Total 13,936	CSD	TASO. Care is defined as counselling and treatment. Figures exclude center-based care.
	b. Number of individuals reached by community and home based care programs (2002 target)			16,300		
13	a. Number of orphans and vulnerable children reached (2001 actual)	Male	Female	Total 232	CSD	TASO AND NACWOLA
	b. Number of orphans and vulnerable children reached (2002 target)			1,125		
14	a. Number of individuals reached by antiretroviral (ARV) treatment programs (2001 actual)	Male	Female	Total		USAID/Uganda does not implement an ARV program.
	b. Number of individuals reached by antiretroviral (ARV) treatment programs (2002 target)					

Victims of Torture Report					
Democracy, Conflict, and Humanitarian Assistance Objective 7: Providing support to victims of torture					
15	Did you provide support to torture survivors this year, even as part of a larger effort?	Yes			DA Mission data are kept by 18 and over and 18 and under
16	Number of beneficiaries (adults age 18 and over)	Male	Female	Total	DA
17	Number of beneficiaries (children under age 18)	Male 400	Female 100	Total 500	DA Data are approximate, based on UNICEF and IOM data on formerly abducted children in Gulu and Kitgum/Pader who would have benefited from USAID-funded programs.

Global Climate Change			
USAID Objective 5: World's environment protected			
18	Global Climate Change: See GCC Appendix		DA

<b>USAID/UGANDA</b> <b>Updated Results Framework</b> <b>Strategic Objectives and Intermediate Results</b> <b>FY 2001</b>	
<b>Strategic Objective</b>	<b>Intermediate Results</b>
1: Increased Rural Household Income	1.1: Increased Commercial Agricultural Production 1.2: Increased Productivity of the Dairy Sector 1.3: Increased Use of Financial Services 1.4: Micro and Small Agricultural and non-Agricultural Enterprises Created and Expanded 1.5: Strengthened Legal and Regulatory Framework for Business Development
2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society	2.1: Critical Ecosystems Managed to Ensure Biological Integrity 2.2: Pressure on Critical Ecosystems Reduced 2.3: Supportive Framework for Conservation and Sustainable Development Strengthened
3: Quality Basic Education for an Increased Percentage of Ugandan Children	3.1: Increased Availability of Primary Schooling 3.2: Improved Quality of Instruction 3.3: Improved Support for Girls' Participation in Primary Schooling 3.4: Financial Support to Education Sector Maintained 3.5: Improved Technical Efficiency and Institutional Capacity
4: Increased Service Utilization and Changed Behaviors Related to Reproductive/ Maternal/Child Health in Selected Districts	4.1: Increased Availability of Reproductive/ Maternal/Child Health Services 4.2: Improved Quality of Reproductive/ Maternal/Child Health Services 4.3: Enhanced Sustainability of Reproductive/ Maternal/Child Health Services 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health
5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	5.1: Increased Civil Society Participation in Advocacy, Public Decision Making and Oversight of Government in Target Areas 5.2: Improved Decentralized Local Government Functions in Targeted Districts 5.3: Enhanced Capacity of Parliament to Perform Legislative Branch Functions 5.4: Increased Effectiveness of Justice System
SPO: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda	6.1: Meeting Critical Needs of Targeted Populations 6.2: Increased Livelihood Security in Selected Areas 6.3: Increased Awareness and Capacity to Prevent, Mitigate and Respond to Conflicts

USAID/Uganda FY 2002 Annual Report. Annex: Reg 216 Review, Status, Plans and Schedule - FY 2001

<b>Activity</b>	<b>Prior to FY 2002</b>	<b>For Bureau Environmental Officer Review during FY 2002</b>	<b>MEO Actions</b>
<b>SO 1</b>			
IDEA	Approved IEE with deferral for pesticides	Pesticide IEE submitted to AFR/BEO	Review and submit Pesticide IEE
SPEED	Draft IEE completed but not yet approved.	IEE will be submitted to AFR/BEO	Finalize IEE
COMPETE	Draft IEE completed but not yet approved.	IEE will be submitted to AFR/BEO	Finalize IEE
Land O' Lakes (sub-contrators are Heifer Project Intl. & WWS)	IEE being developed by Land O' Lakes.	IEE will be submitted to AFR/BEO	Coordinate with Land O'Lakes during the development of the IEE.
<b>SO1/Title II</b>			
ACDI/VOCA	Operating under approved IEE with deferral for pesticides	ESR with Results Review and IEE with DPP to BHR/BEO. Need to resolve pesticide deferral.	Approved FY00 ESR. Approved IEE for FY 2002-2006 DAP on March 3, 2001. Also, FY2001 ESR was signed January, 2002.
			PERSUAP to remove pesticide deferral initiated on September, 2001. REDSO is completing this document.
Africare	Operating under approved IEE with deferral for pesticides	ESR with Results Review and IEE with DPP to BHR/BEO. Need to resolve pesticide deferral.	Approved FY 2000 ESR. Approved IEE for FY 2002-2006 DAP on April, 2001.

World Vision	Operating under approved IEE with deferral for pesticides	ESR with CSR4 to BHR/BEO. Need to resolve pesticide deferral.	Approved FY 2000 ESR. FY 2001 ESR is pending.
TechnoServe	Operating under approved IEE with deferral for pesticides	ESR with CSR4 to BHR/BEO. Need to resolve pesticide deferral.	Approved FY 2000 ESR. Approved FY 2001 ESR.
Catholic Relief Service		IEE for FY 2002-2006 DAP to BHR/BEO	Approved IE for FY 2002-2006 on June, 2001.
<b>SO 2</b>			
COBS Support project impl. By ARD under BIOFOR IQC.	Operating under SO2 SOAG "blanket IEE"; needs envir. screening	No action needed.	Envir. Screening approved May, 2001.
ECOTRUST	Operating under SO2 "blanket IEE"	No action needed.	Envir. Screening approved December, 2000.
AWF IGCP Gorilla Activity	Operating under SO2 "blanket IEE"	No action needed	Need envir. screening.
ECOTRUST	Operating under SO2 "blanket IEE"; envir. screening complete	No action necessary	No action necessary
<b>SO 3</b>			
SUPER	IEE conducted and approved	No action necessary	No action necessary
<b>SO 4</b>			
DISH II/SOAg	No environmental review conducted	IEE to AFR/BEO	Assist TL to conduct IEE
<b>SO 8</b>			
AIDS/HIV Model District Program	IEE drafted by REDSO but not yet ready for Mission review.	IEE will be submitted to BEO.	No action until receive IEE from REDSO.
<b>SO9</b>			
Democracy Transition Initiatives (Decentralization and Parliament)	IEE drafted by REDSO but not yet ready for Mission review.	IEE will be submitted to BEO.	No action until receive IEE from REDSO.

<b>S07</b>			
PRIME/West	Draft IEE completed but not yet approved.	IEE to AFR/BEO	IEE will be finalized and approved.
APEP	Draft IEE completed but not yet approved.	IEE to AFR/BEO	IEE will be finalized and approved.
U-TRADE	Draft IEE being developed.	IEE to AFR/BEO	IEE will be finalized and approved.